



## MEMORANDUM

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Work Session Date: October 3, 2016 at 6:00 p.m.  
City Council Chambers  
448 East 1<sup>st</sup> Street, Room 190  
City of Salida, Colorado

To: Mayor and City Council

Re: Work Session

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- I. Whitewater Park – Mike Harvey
- II. Chaffee County Housing Trust – Read McCulloch
- III. Salida Tree Board – Marilyn Moore
- IV. City Administrator Hiring Process – Steven Rabe
- V. City Council Goals – Steven Rabe

## MEMORANDUM

To: Mayor & City Council  
From: Steven G. Rabe, Interim City Administrator  
Date: September 27, 2016

As mutually agreed to earlier, the City of Salida has delayed the hiring process for a permanent City Administrator, but we are getting to a point where the process is designated to begin. While my Professional Services Agreement contemplates that I will “assist the Mayor and City Council in the search, assessment and retention of a full-time City Administrator,” I did not want to move forward without fully advising Council of their right to utilize an executive search firm. An outside Consultant, and there are a number in Colorado that we could solicit offers from if necessary, will offer the following list of services:

- Develop candidate profile development and definition;
- Conduct candidate outreach and identification;
- Conduct preliminary evaluation and screening of candidates;
- Conduct candidate background investigation;
- Provide candidate interview facilitation and support; and
- Facilitate compensation and contract negotiation.

A search firm will develop an effective advertising strategy to reach a diverse array of candidates and will take the necessary steps to protect confidentiality and guard against discrimination during screening and up to the finalist selection process. The consultant will screen applicants against the criteria identified within a previously-determined candidate profile and then develop a list of finalists for recommendation to City Council. The Consultant will then facilitate the interview process and develop a set of interview questions for Council and also conduct such things as background and reference checks, do academic verifications, etc. Finally, the Consultant will assist the Council with the development of a compensation package and related employment considerations and then assist with, or do, contract negotiations with the successful candidate.

Similarly, I have developed a hiring process (attached) that duplicates what is done by an executive search firm while costing tens of thousands less. As I tell Councils and Boards that I’ve worked with before, I will pick out candidates that are technically qualified and willing to work for the City based on the terms and conditions articulated by Council and then it is up to Council to select the individual that best represents the qualities that Council is seeking and would best serve the City based on their inherent knowledge.

The purpose of the discussion at Monday’s Worksession will be to first determine whether the Council wishes to utilize an executive search firm so that I can put together an appropriate solicitation process and have a firm available according to the Council’s hiring timeline. Or, if not, I will begin to facilitate the process accordingly and we will concentrate on some of the information that I will need to know prior to advertising the position.



**CITY ADMINISTRATOR SEARCH PROCESS**  
Outline

Estimated Timeline

<b>Description</b>	<b>Option 1</b>	<b>Option 2</b>
City Council approves hiring process	October 18 <sup>th</sup>	November 15 <sup>th</sup>
Initial ads are placed	October 22 <sup>nd</sup>	November 18 <sup>th</sup>
Application packets ready	October 26 <sup>th</sup>	November 23 <sup>rd</sup>
Application deadline	November 18 <sup>th</sup>	December 16 <sup>th</sup>
Semi-finalist determined	December 2 <sup>nd</sup>	December 30 <sup>th</sup>
Phone interviews w/Semi-Finalists	December 15 <sup>th</sup>	by January 12 <sup>th</sup>
Finalist pool submitted to Council	December 20 <sup>th</sup>	January 17 <sup>th</sup>
Council interviews	week of January 9 <sup>th</sup>	week of January 30 <sup>th</sup>
Council decision no later than	January 17 <sup>th</sup>	February 7 <sup>th</sup>
City Administrator start date	by February 20 <sup>th</sup>	by March 6 <sup>th</sup>

Process

- Advertise position
- Interim City Administrator to create Application Packets, to include at least:
  - Letter from Interim City Administrator
  - Instructions for Completing Your Application Package
  - Hiring Process Timeline
  - Job Description
  - Standard Employment Application; and
  - Self- Evaluation
- Initial screening of applicants by Interim City Administrator
- Selection of Semi-finalists
  - All applicants will be informed via letter of their status
- Phone interview of Semi-finalists by Interim City Administrator
- List of Finalists submitted to City Council
  - List of Finalists made public
  - Finalists scheduled for interviews
  - Finalist packet created, to include (at a minimum):
    - Letter from Interim City Administrator
    - Salary & Benefits Sheet
    - Selection Survey Results
    - Travel Reimbursement Form
    - Information and Release Form; and
    - Others informed of status via letter
- Finalist Orientation session with Department Heads
- Community Introduction of Finalists
- Interview with City Council
  - Interim City Administrator to facilitate Background/MVR/Credit Checks
  - Council to establish parameters for negotiations
  - Successful candidate contacted via phone by Interim City Administrator

Interim City Administrator to negotiate contract with successful candidate  
Interim City Administrator to draft employment agreement  
Unsuccessful candidates informed via letter of their status

Estimated Cost for Process

3 to 5 finalists – estimate up to \$5,000

Includes – 2 days hotel for applicant & guest, travel expenses, meals

Advertising – up to \$500

Advertisement

CML

ICMA

Direct Mail – Word of Mouth

Interview Questions

Interim City Administrator to design questions for interviews based on Council/staff input

To Do List

Council will need to agree with process

Council will need to determine how and if members of the community will be utilized

Council will need to agree on an ideal profile for a new Administrator

Job description

Compensation

Salary range (low: \$86,294 mid: \$107,867 max: \$129,441)

Auto/auto allowance

Health insurance and other benefits

Retirement package other than normally offered

Moving expenses

Severance package

Other

Minimum criteria for experience and education

Selection Survey

Specific skills and expertise

Selection Survey

Management style

Selection Survey

Determine whether Council wishes to use a “Ranking” mechanism